Ministry of
Water, Land
and Air Protection

SERVICE PLAN

2003/04 – 2005/06

BRITISH COLUMBIA

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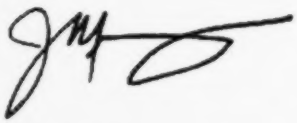
Accountability Statement

The 2003/2004 – 2005/2006 Ministry of Water, Land and Air Protection Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments, which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2003 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Joyce Murray
Minister of Water, Land and Air Protection

January 28, 2003

BRITISH COLUMBIA

Ministry of Water, Land and Air Protection

The Ministry of Water, Land and Air Protection is committed to protecting and enhancing the quality of British Columbia's environment. This Service Plan outlines how we will provide leadership and support to help communities stay healthy, encourage recreational opportunities, contribute to a sustainable environment, and promote a strong and vibrant provincial economy. This plan also reports on the ministry's progress in meeting the government's objectives for the environment and the economy. We have made significant progress in changing our business methods to meet these objectives, but challenges remain.

Clear goals, objectives and meaningful performance measures, such as those indicated in this plan, guide our actions in improving environmental performance. The Service Plan guides how we develop policy, regulations and other science-based tools. It also informs how we monitor regulatory compliance and the state of the environment. Recurrent themes in this plan include the need for: scientific information for standards, monitoring and compliance; opportunities for innovation and economic development; and reduced regulatory requirements.

British Columbia is recognized globally for its exceptional wildlife, diversity of ecosystems and its rich natural resources. We work to maintain these valuable natural assets, which are at the heart of many recreational and economic activities enjoyed by British Columbians in all regions of the province. We are concerned about the effect of global climate change and are developing an action plan that balances British Columbia's interests and ensures that they are addressed at the national level. We support the province's focus on community health by improving the quality of our air, water and land through the use of clean, renewable energy and the promotion of energy efficiency and other sustainable practices.

Stewardship is key to achieving our important environmental mandate. This Service Plan outlines the ways we are actively pursuing opportunities for sharing the responsibility of environmental protection. We are listening to and developing partnerships with governments, First Nations, communities, academic institutions, industries, volunteer organizations and citizens. As a ministry, we look forward to establishing these vital partnerships and moving forward together to protect the environment and the health of all British Columbians.

Joyce Murray
Minister

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Introduction

The Ministry of Water, Land and Air Protection's Service Plan 2002/2003 – 2004/2005 outlined the ministry's core direction over a three-year period. That plan emphasized the importance of protecting environmental quality, responsibly managing the use of British Columbia's natural resources, providing recreational opportunities and enabling economic revitalization. It also emphasized the ministry's role in protecting the health and well being of all British Columbians. Such actions are key to sustaining economic, social and environmental benefits for future generations. The ministry remains focused on setting effective goals and objectives to meet these core priorities over the next three years.

Service Plan 2003/2004 – 2005/2006 summarizes the ministry's current business and priorities. It includes updated goals, objectives and key strategies. Performance measures have been refined to make them more meaningful in assessing how well the ministry meets its objectives. New initiatives beginning in 2005/06 have also been added.

The ministry's Annual Service Plan Report, which is published after each fiscal year, contains more detailed information about the ministry's activities. It reports on outcomes of program and policy initiatives, and is available on the ministry's web site at www.gov.bc.ca/wlap.

Ministry Overview

British Columbia enjoys a wealth and diversity of ecosystems and natural resources. The Ministry of Water, Land and Air Protection is committed to protecting and enhancing the quality of British Columbia's water, land and air in a way that contributes to healthy communities, recreational opportunities, a sustainable environment, and a strong and vibrant provincial economy. To act on this commitment, the ministry develops policy and legislation, regulations, codes of practice, environmental contracts and covenants (legal agreements). Regulatory frameworks allow headquarters and regional staff to set and report on standards for environmental quality, and for discharges and emissions to air, land and water.

The ministry also develops frameworks for acceptable remediation of contaminated sites and appropriate responses to high-risk environmental and human health and safety emergencies. The ministry addresses regulatory compliance through policy development, enforcement and publicly reporting the results of compliance monitoring.

Stewardship of natural resources is key to maintaining and restoring the province's natural diversity. The ministry sets science- and results-based objectives and standards for activities that affect biodiversity. It monitors and reports on selected species and habitats, and acquires information on habitat and species health.

The ministry supports the social, economic and cultural values associated with recreational and other uses of Crown land. It does this by managing key fish, wildlife and habitat activities, as well as provincial parks and protected areas. This includes providing fish culture services (such as stocking lakes) and managing facilities for camping and recreation in designated parks.

Over the next several years, the ministry will be making the strategic shifts (changes in business practices) identified in Service Plan 2002/2003 – 2004/2005. As the ministry makes these shifts, it must recognize and address the effect of such change. The ministry's success in achieving its mandate will depend on its investment in a skilled workforce, information technology, monitoring and reporting, and new delivery models. This requires dealing with resource constraints, reorienting staff skills to meet changing requirements and working with others to achieve results.

Strategic Context

Vision

The ministry's vision is a clean, healthy and naturally diverse environment that enriches people's lives, now and in the future.

Mission

The ministry provides leadership and support to British Columbians to help them limit the adverse effects of their individual and collective activities on the environment, while fostering economic development and providing recreational opportunities.

Organizational Values and Principles

The ministry's leadership role in managing British Columbia's natural resources in an environmentally sustainable manner while enabling economic growth is guided by the following organizational values and principles.

Organizational Values

Our organizational and staff behaviour is informed by the following values:

- We respect our staff and create a healthy workplace that sets and communicates clear expectations, and supports a culture of staff development, recognition, reward and opportunity.
- We ensure that professional accountability and discipline characterize our behaviour.
- We focus on achieving high environmental standards through a culture of continuous adaptation to change.
- We strive to consistently meet agreed-upon client requirements and deliver our services in a transparent, fair and timely manner.
- We are committed to continuous improvement in the environmental management of the province.

Principles

We are guided by the following principles to sustain our vision and achieve our goals:

- We believe a sustainable environment is central to providing economic and social opportunities for all British Columbians.
- We believe that all sectors of society are responsible for ensuring a sustainable environment — government, business, industry and citizenry.
- We believe a sustainable environment is a naturally diverse environment.
- We believe that citizens have the right to safe, healthy communities.

Strategic Shifts

In Service Plan 2002/2003 - 2004/2005, the ministry recognized that significant changes in its business methods were required to meet the government's and society's objectives for the environment and economy. To address this challenge, the ministry developed a set of strategic shifts. These shifts will enable the ministry to change its business practices to reduce costs and focus efforts in areas where the greatest risks to the environment exist. The ministry has made significant progress in realizing its strategic shifts, but challenges remain in completing the transition.

Over the past decade, competition for ministry resources (between new priorities and traditional activities) and increased regulation have resulted in service backlogs, poor environmental monitoring and reporting systems, and limited capacity to conduct research or gather scientific information. As well, public perception of the ministry as having sole responsibility for environmental issues set unreasonable expectations. The ministry is actively pursuing opportunities for sharing the responsibility of protection and stewardship of the environment among governments, First Nations, communities, academic institutions, industries, volunteer organizations and individual British Columbians.

This is a challenging agenda. However, as its strategic direction evolves, the ministry is establishing clear roles for itself, industry and other stakeholders in gathering, monitoring and reporting environmental information, achieving environmental objectives and identifying economic opportunities. New service delivery approaches also create opportunities to focus efforts, increase innovation and share responsibility. Some key initiatives are shown in the following table.

Strategic Shifts and Key Initiatives

From	To	Key Initiatives
Ministry as sole protector of the environment	Shared stewardship — sharing responsibility for the environment with others as appropriate and emphasizing a ministry staff culture of client service	Wildlife-Human Conflict Reduction Strategy Living Rivers Strategy Climate Change Action Plan Airshed Protection Plans Recreation Stewardship review
Prescriptive approaches using prohibitions and controls	Setting appropriate environmental standards, and ensuring standards are met	Streamside Protection regulations Environmental standards and best practices for the *Forest and Range Practices Act*
Unclear accountability for environmental results	Clear roles for ministry, industry and other stakeholders in the gathering and reporting of environmental information and achieving environmental objectives	Compliance Strategy Monitoring and Reporting Strategies Groundwater regulations and Action Plan for Safe Drinking Water implementation Air and water quality monitoring and information network
Well-developed but single-focus ministry initiatives	Integrated ministry program delivery based on best available science and an ecosystem-based approach	Biodiversity Strategy Species at Risk Strategy Ministry Interdivision and Science Committees
Constraints on economic development	Economic development based on clear, reasonable environmental outcomes, with discretion as to how to achieve these outcomes	Contaminated Sites regulation revision *Waste Management Act* revisions *Pesticides Control Act* regulations revisions
Proprietary information belonging to government	Public information made available in a transparent, timely and accessible manner	Annual compliance plan results report Web-Information Project

Planning Context

The ministry operates within the context of government priorities and a variety of external factors. Each year, the ministry analyzes how these priorities and factors will affect its strategic direction by noting progress and assessing future challenges and opportunities.

Government Priorities and Commitments

The government continues to place priority on encouraging a thriving economy that creates high-paying jobs, supports social programs, maintains high environmental standards and respects the strong environmental values of British Columbians.

The ministry is committed to this direction. It has already achieved many of its *New Era* commitments and continues to provide leadership and develop policies and legislation that support the government's strategic plan. (See *Consistency with Government Strategic Plan* for a complete list of the ministry's achievements and current *New Era* commitments.)

Environmental Factors

British Columbians have made progress in improving the state of the province's environment. The discharge of chlorine compounds and toxic by-products into provincial waters has dropped substantially as a result of changes in pulp-mill bleaching and treatment processes. The total amount of waste going to landfills continues to decrease despite an increase in population. Environmentally responsible production practices continue to increase in the agricultural sector. There has also been an increase in the number of important forest ecosystems protected by legislation and in the number of key estuaries under conservation management. (Trend information: British Columbia Ministry of Water, Land and Air Protection. *Environmental Trends in British Columbia 2002*.)

However, pressures from an expanding population do present significant management issues for society. Road development, water consumption and discharge of pollutants into the environment continue to affect air and water quality and ecosystems in the province. The rapid expansion of human activities, especially in southern areas of British Columbia, continues to alter habitat and increase the number of species at risk. Human activity also heightens conflicts between wildlife and humans. As well, the release of carbon dioxide and other gases that contribute to atmospheric warming has increased markedly in British Columbia.

An opportunity exists to create a legacy of effective legislation. This legislation would protect human health, natural diversity and habitat without unduly limiting access to natural resources for economic, recreation and community development purposes. Opportunities also exist for individuals, industry and local government to take greater responsibility in maintaining environmental standards.

Economic Factors

British Columbia's economy is based both on the direct use of natural resources (such as forestry, hunting, angling and aquaculture) and on environment-related activities (such as tourism and recreation) that depend on natural diversity and environmental quality.

Balancing economic activity with environmental protection remains a ministry priority. A key challenge is concern that the provincial government has impeded economic development in the past by imposing prohibitive regulatory controls on industry. To address this issue, the ministry is actively reviewing regulations and legislation to focus on activities that pose the highest risk to the environment, while encouraging innovation in achieving environmental targets.

Environmental technology and clean energy industries are part of a growing sector. These industries provide waste collection and recycling, carbon dioxide emission reductions, advanced technology, and research and environmental engineering. They contribute more than $1.6 billion to the province's gross domestic product (British Columbia Ministry of Competition, Science and Enterprise, 2002). The ministry is working to identify and promote these opportunities where possible.

There is strong public support for increased recreation opportunities related to fish, wildlife and park recreation services. Opportunities for economic development, employment in rural communities and partnerships with First Nations are possible through the revitalization of the province's parks system and appropriate development of commercial recreational services.

Social Factors

British Columbians continue to be keenly interested in environmental projects and environmental practices. Non-government environmental groups are highly informed and active. International awareness of the province's environmental resources and issues has grown significantly. British Columbia's need to respond to and participate in national and international environmental agendas, such as oil and gas exploration and global climate change, has also grown. The ministry is already developing progressive strategies and programs to meet these challenges. Sound environmental practices and investment in recovery planning, species at risk and biodiversity aim at addressing public interest in protecting ecosystems and at preserving international markets.

British Columbia's fish, wildlife and park resources are among the best in the world. The recreation services and opportunities supported by the ministry are highly valued by British Columbia residents and a drawing card for visitors to our province.

The public continues to be interested in the impact of air and water quality on health. The ministry supports amendments to enhance the *Drinking Water Protection Act*, and is working with the Ministry of Health Planning and other ministries to deliver on the Action Plan for Safe Drinking Water. The plan strengthens the protection of drinking water from source to tap in British Columbia.

Other Factors

The ministry has made significant progress in achieving its strategic shifts. However, significant challenges remain due to the extent of changes in regulation and service delivery. Such changes affect both the ministry and the other agencies upon which the ministry depends.

To be successful, the ministry must manage issues and potential risks related to:

- developing meaningful partnerships in and out of government with those who share our stewardship interests;
- setting effective science-based guidelines and standards to replace permit systems;
- meeting revenue requirements;
- ensuring access to information systems required for development of standards, monitoring and public reporting;
- ensuring effective compliance and enforcement systems; and
- providing staff with the necessary skills to fulfill the ministry's mandate.

Both the public and industry increasingly demand transparent decision-making and clearly communicated standards, policies and guidelines based on impartial, scientific information. The ministry is continuing to explore opportunities (such as web-based communication) to provide transparency and accountability. Regular reports of ministry plans, initiatives and results related to the environment, public health and industry operations will enhance the ministry's capacity to make information public.

Core Business Areas

The ministry relies on the integration of four core business areas to implement its strategic direction and achieve its goals:

- **Environmental Protection** — to protect the environment and human health and safety by ensuring clean and safe water, land and air;
- **Environmental Stewardship** — to maintain and restore the natural diversity of ecosystems, and fish and wildlife species and their habitats;
- **Park, Fish and Wildlife Recreation** — to provide and enhance park, fish and wildlife recreational services and opportunities for British Columbians and others; and
- **Executive and Support Services** — to provide effective and efficient planning, support and enforcement for ministry programs.

These core business areas are delivered by four organizational divisions in the ministry: the Environmental Protection Division, the Environmental Stewardship Division, the Planning, Innovation and Enforcement Division and the Corporate Services Division. All divisions have their own specific objectives. The ministry's Executive and Senior Management Committee provide the strategic leadership needed to ensure that divisions work collaboratively.

Environmental Protection is delivered primarily by the Environmental Protection Division. Environmental Stewardship and Park, Fish and Wildlife Recreation are delivered primarily by the Environmental Stewardship Division. Executive and Support Services is delivered primarily by the Executive Committee, the Senior Management Committee, the Planning, Innovation and Enforcement Division and the Corporate Services Division.

The *Resource Summary* outlines the estimated expenditure for each core business area linked to the above four organizational divisions.

Goals, Objectives and Strategies

Each core business area has a defined goal, as well as objectives and strategies. See *Performance Measures and Targets* for the performance measures and targets associated with these goals. See *Consistency with Government Strategic Plan* for *New Era* commitments and other key projects and their timeframes. The Appendix presents an overview of the ministry's objectives, primary activities, key outputs and desired outcomes.

Core Business Area: Environmental Protection

Goal 1: Protect the environment and human health and safety by ensuring clean and safe water, land and air.

Objective: Streamline standards and improve monitoring, reporting and compliance.

Strategies:

- Reduce regulatory requirements to decrease costs and processing time, and allow flexibility in the methods used to achieve environmental standards.
- Revise legislation (such as the *Waste Management Act* and *Pesticide Control Act)* and associated regulations to enable implementation of innovative and results-based approaches.
- Amend legislation to ensure effective clean up of previously contaminated sites that pose a high risk to human health and the environment.
- Update the scientific information used to develop guidelines and standards for environmental protection.
- Implement an effective data collection process and information network that supports air and water quality monitoring, tracks trends and provides for transparent progress reporting.
- Maintain regulatory activities to monitor achievement of standards.
- Target compliance initiatives at situations posing high risks to human health or the environment.

Objective: Limit air pollution and contribute to meeting global atmospheric objectives.

Strategies:

- Shift to a geographic area-based planning approach to reduce the effect of air emissions on health and the environment (including ongoing opposition to the Sumas II power project).
- Develop a climate change strategy and action plan for British Columbia, and ensure the province's interests are addressed in a national strategy.
- Encourage incorporation of environmental technology and clean energy into government and other operations.

Objective: Ensure safe, high-quality drinking water and reduce discharges that threaten water quality.

Strategy:

- Protect surface water and groundwater from health-threatening contamination by implementing groundwater regulations and the Action Plan for Safe Drinking Water.

Goal 1: Protect the environment and human health and safety by ensuring clean and safe water, land and air. — *Continued*
Objective: Reduce/remove toxins and wastes that contaminate land.
Strategy: • Create a business strategy that enables producers to remove high-risk components from the waste stream and expand the number of products that can be recycled.
Objective: Readiness to respond to high-risk environmental emergencies.
Strategies: • Revise the Flood Hazard Management Strategy to clarify the roles and responsibilities of the provincial government, local governments and others. • Respond effectively to high-risk environmental emergencies in conjunction with other ministries, local governments and industry. • Expand industry responsibility for response to and clean up of spills. • Test industry, agency and ministry toxic-spill emergency response plans. • Partner with other ministries and local governments on permanent flood protection initiatives through administration of the Flood Protection Assistance Fund.

Core Business Area: Environmental Stewardship

Goal 2: Maintain and restore the natural diversity of ecosystems, and fish and wildlife species and their habitats.

Objective: Clear strategies and legislation to protect and restore ecosystems, species and their habitats.

Strategies:

- Reduce regulatory requirements to decrease costs and implement results-based stewardship.
- Develop a biodiversity strategy to provide a long-term vision and action plan for managing and conserving ecosystems, species and their habitats.
- Coordinate government, public and industry-led actions to identify, protect and recover species and ecosystems at risk.
- Coordinate government, public and industry-led actions to protect and improve our waterways through a Living Rivers Strategy.
- Provide clear guidelines and standards for appropriate protection and conservation of biodiversity on Crown land outside the protected areas system.
- Assess and respond to high-risk threats to ecosystems and identify opportunities to protect and restore key habitats within the protected areas system.
- Undertake park management planning to ensure long-term management of conservation and recreation in parks and protected areas.
- Streamline the *Wildlife Act*, *Park Act* and other legislation, including clarifying the designation categories for parks and protected areas.
- Maintain regulatory and stewardship activities to monitor and report on achievement of standards used to manage and conserve ecosystems, species and their habitats.

Objective: Improved use of science for the development of standards and for effective monitoring and reporting.

Strategies:

- Acquire the data, information and knowledge to support a science-based approach to the conservation of biodiversity.
- Implement monitoring and reporting programs to track the status of species and ecosystems and their responses to management actions.
- Develop standards and an assessment process to support a science-based approach to protecting fish habitat in urban areas.
- Work with private and public sector partners to develop environmental standards and best practices for the *Forest and Range Practices Act*.

Objective: Increased number of partnerships to conserve ecosystems, species and their habitats.

Strategies:

- Establish and maintain relationships with First Nations, communities, environmental organizations and academia to undertake activities to conserve ecosystems, species and habitats.
- Provide standards, guidelines, best management practices and encouragement to private landowners to develop and implement sustainable stewardship practices.

Core Business Area: Park, Fish and Wildlife Recreation

Goal 3: Provide and enhance park, fish and wildlife recreational services and opportunities for British Columbians and others.

Objective: High-quality park facilities, services and recreation opportunities.

Strategies:

- Develop a new funding and management model for recreational services in the provincial park system.
- Initiate further opportunities for delivery of appropriate park recreation services, through partnerships with commercial operators.
- Monitor park operations to ensure service standards are achieved, facilities are maintained and conservation and habitat-restoration priorities are met.

Objective: High-quality hunting, angling and wildlife viewing opportunities.

Strategies:

- Develop a new funding and management approach that enables the delivery of fish and wildlife recreation services, including a system for stocking fish in lakes and streams.
- Implement new projects or partnerships to expand, enhance and diversify fish and wildlife recreation.
- Increase the involvement of First Nations and users in allocating natural resources for hunting, angling and wildlife viewing opportunities.
- Provide hunting and angling authorizations, based on allowable harvest levels informed by science, to ensure the long-term sustainability of wildlife and fish resources.

Objective: Optimize the economic contribution of park, fish and wildlife recreation.

Strategies:

- Promote participation.in recreational opportunities in conjunction with the provincial tourism strategy initiatives.
- Work with communities on the development of key parks and special tourism destinations.
- Provide unique hunting and fishing opportunities to enhance regional tourism.
- Provide appropriate cost recovery and financial return to the province for fish, wildlife and recreation services.
- Develop electronic service delivery to improve the timeliness of licensing, authorization and permitting processes for fish, wildlife and park recreation.
- Work with the Treaty Negotiations Office and First Nations to explore options for tourism partnerships related to park, fish and wildlife recreation.
- Develop agreements/partnerships with other governments, the private sector and other stakeholders to improve park and wildlife recreation opportunities.
- Provide communication and education about recreational opportunities and services to clients, using web-based information sources.

Core Business Area: Executive and Support Services

Goal 4: Provide effective and efficient planning, support and enforcement for ministry programs.

Objective: Clear vision, leadership, direction and support for all ministry programs.

Strategies:

- Provide guidance on how the ministry will make decisions about initiatives based on the consideration of all relevant factors, including economic, social and environmental factors.
- Establish strong strategic policy leadership that focuses on broad directions, continuous improvement and innovation.
- Undertake strategic planning and provide leadership and support to ensure a coordinated and integrated approach to ministry initiatives in all regions of the province (e.g., delivery through an effective committee structure).
- Eliminate, revise or develop new legislation as appropriate to facilitate delivery of the ministry's strategic shifts and to address deregulation requirements.
- Continue to guide and support the improved use and better integration of science and risk management in ministry decision-making.
- Participate and provide leadership in intergovernmental forums and facilitate implementation of associated initiatives [e.g., Canadian Council of Ministers of the Environment (CCME), Union of British Columbia Municipalities (UBCM)].
- Participate in interministry forums to support ministry interests in addressing cross-ministry initiatives (e.g., Partnership Committee on Agriculture and the Environment).
- Support key government initiatives, such as the government's economic and fiscal strategy, B.C. Lands Trust, the 2010 Olympic Bid, and the acquisition of Burns Bog.
- Effectively communicate expectations and results to staff, clients and the public.
- Establish a formalized mechanism for business liaison to address concerns and expedite the resolution of issues.

Goal 4: Provide effective and efficient planning, support and enforcement for ministry programs. — *Continued*

Objective: Efficient program management, fiscal responsibility and client service.

Strategies:

- Develop and implement a comprehensive performance management framework, including effective monitoring, reporting and performance measurement.
- Develop and implement a human resource strategy that acknowledges changing workforce requirements, fosters healthy and knowledgeable staff, and supports achievement of business objectives.
- Ensure service requirements and fiscal targets are aligned.
- Work with ministries and others to develop effective agreements and memorandums of understanding to share expertise, services and service facilities across the regions.
- Review ministry fees and licences, and develop and implement changes as appropriate to ensure consistency between the fees and the services and opportunities provided.
- Identify methods to reduce the costs incurred by those who must meet environmental standards, reduce conflicts and litigation, and eliminate service backlogs.
- Implement an effective information system strategy.
- Coordinate environmental assessment referrals for the ministry.

Objective: Effective and efficient compliance and enforcement.

Strategies:

- Provide enforcement services to support Environmental Protection and Environmental Stewardship (fish, wildlife and protected areas) objectives.
- Implement an annual compliance plan that helps prevent violations, includes deterrence incentives, outlines enforcement actions, and recognizes good performance.
- Develop a set of compliance tools (such as administrative penalties and stewardship initiatives) that results in higher rates of compliance and effective targeting of resources.
- Develop geographic area-based plans for compliance and enforcement activities that target situations posing high risks to human health or the environment.
- Use the call centre to enable conservation officers to maintain their field presence and conduct enforcement activities in regional communities.
- Work with local communities on strategies to prevent wildlife-human conflicts.
- Ensure professional excellence through continuous improvement and accreditation programs.

Performance Measures and Targets

Significant effort has been spent over the past year to refine the key performance measures and targets detailed in last year's Service Plan. The key measures that are included in this year's plan are those that represent overall performance in priority areas for the government, ministry and British Columbians. These measures do not tell us everything about the ministry's performance, but they can be used to show our progress in the areas of environmental protection of air, land and water; stewardship of wildlife, fish and protected areas; and management of park, fish and wildlife recreation. The results of these measures are reported in ministry annual reports.

Three types of performance measures are included in the tables that follow:

- outcome measures (such as trend of surface water quality or park visitor satisfaction with campground facilities and services);
- output measures (such as number of protected areas with approved management direction); and
- efficiency measures (such as timeliness of service for processing approval requests for contaminated sites).

Collectively, these measures help to ensure that plans and decisions are based on a holistic view of performance and help to inform the ministry about where additional work is needed. Outcome measures marked with an asterisk are the same as those in the government's Strategic Plan 2003/04 – 2005/06. They represent long-term results relating to the ministry's mandate, but are beyond the sole control of the ministry. Achieving these outcomes requires stewardship efforts by provincial ministries, other governments and the private sector, as well as significant changes in public behaviour.

Core Business Area: Environmental Protection

Goal 1: Protect the environment and human health and safety by ensuring clean and safe water, land and air.

Objectives	Performance Measures	2002/03 Base Data	2003/04 Target	2004/05 Target	2005/06 Target
Streamline standards and improve monitoring, reporting and compliance	Number of days to process approval requests for contaminated sites	50+ days	30 days	5 days	5 days
		Other measures may be developed after the *Waste Management Act* revision.			
Limit air pollution and contribute to meeting global atmospheric objectives	Percentage of monitored communities achieving the Canada-wide standard (CWS) quality objective of amount of fine particulates in the air under 2.5 microns per cubic metre ($PM_{2.5}$)*	New measure and data is just beginning to be collected.	Currently, 88% of communities achieve the CWS where $PM_{2.5}$ is monitored and sufficient data is available to generate the statistic. By 2005/06, 100% of communities monitored achieve, or continue to achieve, the CWS for $PM_{2.5}$.		
	Total greenhouse gas (GHG) emissions in British Columbia	65.5 megatonnes of CO_2 equivalent (2000 level)	A long-term target is being set for B.C.'s GHG emissions as part of the development of the Climate Change Action Plan. B.C.'s emissions in 1990 (the base year) were 51.2 megatonnes of CO_2 equivalent.		
Ensure safe, high-quality drinking water and reduce discharges that threaten water quality	The trends in environmentally significant variables, such as metals and nutrients, that indicate the health of water for 30 water bodies monitored under the federal/provincial agreement*	90% of the monitoring stations in the 30 water bodies have stable or improving water quality trends (in 2002)	Maintain or improve water quality trends for water bodies monitored under the federal/provincial agreement by 2005.		
	Number of aquifers identified and classified	551 aquifers (out of approx. 1000)	Additional 50	Additional 50	Additional 50

* This performance measure is in the government's Strategic Plan 2003/04 - 2005/06.

Core Business Area: Environmental Protection

Goal 1: Protect the environment and human health and safety by ensuring clean and safe water, land and air. — *Continued*

Objectives	Performance Measures	2002/03 Base Data	2003/04 Target	2004/05 Target	2005/06 Target
Reduce/remove toxins and wastes that contaminate land	Number of product categories with industry-led product stewardship	6	1 additional product category	To be determined.	
		Note: The base figure of 6 includes paint, beverage containers and the four product categories in Schedule 2 of the Post Consumer Residual Stewardship Program Regulation.			
Readiness to respond to high-risk environmental emergencies	Percentage of high-risk environmental emergencies responded to effectively	To be determined as of March 31/03.	100%	100%	100%

Core Business Area: Environmental Stewardship

Goal 2: Maintain and restore the natural diversity of ecosystems, and fish and wildlife species and their habitats.

Objectives	Performance Measures	2002/03 Base Data	2003/04 Target	2004/05 Target	2005/06 Target
Clear strategies and legislation to protect and restore ecosystems, species and their habitats	Number of nationally listed species at risk being addressed by recovery teams	100 out of 114 listed species are being addressed.	All nationally listed species are being addressed by recovery teams.		
	Number of protected areas with approved management direction	226	555	582	610
	An appropriate measure relating to environmental standards for the *Forest and Range Practices Act*	Measure to be developed in 2003/04.			
Improved use of science for the development of standards and for effective monitoring and reporting	The percentage of known native species that are threatened or endangered in the province* Note: Species at risk includes birds, mammals, reptiles, amphibians, freshwater fish, ferns and orchids.	14.2% of species at risk in 2000	Improve on the baseline situation.		
Increased number of partnerships to conserve ecosystems, species and their habitats	Number and value of partnerships	Measure to be developed in 2003/04.			

* This performance measure is in the government's Strategic Plan 2003/04 - 2005/06.

Core Business Area: Park, Fish and Wildlife Recreation

Goal 3: Provide and enhance park, fish and wildlife recreational services and opportunities for British Columbians and others.

Objectives	Performance Measures	2002/03 Base Data	2003/04 Target	2004/05 Target	2005/06 Target
High-quality park facilities, services and recreation opportunities	Visitor satisfaction with park and campground facilities and services	Not available	75% visitor satisfaction with campgrounds annually		
		A new measure of visitor satisfaction with parks services may be developed after a new funding and management model is in place.			
High-quality hunting, angling and wildlife viewing opportunities	Client satisfaction with fish and wildlife opportunities	To be determined from first survey.	Survey to be developed and administered electronically to hunters and anglers who purchase licenses using the electronic licensing system that is under development.		
Optimize the economic contribution of park, fish and wildlife recreation	Number of basic hunting and angling licences sold	Hunting: 93,296 resident; 5,869 non-resident Angling: 297,339 resident; 82,312 non-resident (in 2001/02)	Maintain or increase the number of basic hunting and angling licences sold.		
	Number of recorded visits to BC Parks	23.3 million (in 2001)	23 million annually		

Core Business Area: Executive and Support Services

Goal 4: Provide effective and efficient planning, support and enforcement for ministry programs.

Objectives	Performance Measures	2002/03 Base Data	2003/04 Target	2004/05 Target	2005/06 Target
Clear vision, leadership, direction and support for all ministry programs	Annual survey of ministry clients to determine if they understand what the ministry is trying to achieve and whether it is being done in the most efficient and effective way	Not available	Conduct benchmark survey and determine base data.	Targets will be developed based on results of benchmark survey.	
	Progress toward delivery of a three-year deregulation plan (measured as percentage reduction in ministry's regulatory count)	To be determined as of March 31/03. (Target: 23% reduction)	11% reduction (34% total)	4% reduction (38% total)	N/A
Efficient program management, fiscal responsibility and client service	Percentage of staff with an Employee Performance and Development Plan	To be determined as of March 31/03.	100%	100%	100%
Effective and efficient compliance and enforcement	Measures of call-centre trends, including response time, geographic areas, and call types to enable proactive area-based planning/resource allocations and response improvements	To be determined as of March 31/03.	Targets will be developed based on results from 2002/03.		

Environmental Appeal Board and Forest Appeals Commission

The Environmental Appeal Board (Board) and Forest Appeals Commission (Commission) are independent, quasi-judicial tribunals jointly administered by the same office. They hear appeals of government decisions under several provincial statutes concerned with natural resource management, environmental quality and public health protection. Although these agencies operate independently from the ministry, their budget vote is the responsibility of the Minister of Water, Land and Air Protection. Therefore, they are not considered one of the core business areas accountable to the Minister of Water, Land and Air Protection; but they are included in the *Resource Summary* of this Service Plan.

The mandate and services of the Board and Commission are being reviewed as part of the Administrative Justice Project, a review of the province's administrative justice system initiated by the Attorney General. In Phase I of the review, the government concluded that the Board and the Commission serve a compelling public purpose by providing an impartial forum for the resolution of disputes. The government also concluded that the agencies could improve their efficiency by fully consolidating their operations.
The Board and Commission have submitted a Phase II report to the Attorney General and are awaiting the results. They are drafting legislation to implement the consolidation.

Consistency with Government Strategic Plan

The government places a high priority on encouraging a strong, private-sector economy that maintains high environmental standards and displays exemplary environmental stewardship. This responsibility for environmental stewardship is shared across all government ministries. The Ministry of Water, Land and Air Protection directly supports this government priority by providing leadership in adopting and advocating a science-based, principled approach to environment management that ensures sustainability, accountability and responsibility.

New Era Commitments and Key Projects

Prohibit logging or mining in provincial parks	■ The government has publicly re-confirmed this legislation and policy.
Lift grizzly bear moratorium	■ The Minister of Water, Land and Air Protection lifted the blanket moratorium on July 16, 2001 and replaced it with regional moratoriums where specific conservation concerns were identified. ■ An independent Grizzly Bear Scientific Panel is charged with reviewing methods currently used to estimate grizzly bear populations, provincial management strategies and harvest procedures, as well as related issues considered significant to grizzly bear conservation in British Columbia.
Ensure decisions on new parks are made in public	■ Approval for parks (such as a new Gulf Islands national park) is granted by Open Cabinet.
Acquire and protect Burns Bog	■ The ministry continues to work with the Ministry of Finance to acquire this property for the citizens of British Columbia at fair-market value.
Implement an improvement plan for threatened airsheds	■ The ministry is developing a framework for an area- and risk-based approach to airshed protection that reflects the national context.
Oppose Sumas II power project	■ The ministry continues to represent British Columbia's interests by participating in National Energy Board hearings, supporting an expanded role for the NEB and filing an appeal with the U.S. Environmental Protection Agency.
Maintain ban on bulk water exports	■ The government continues its commitment to maintain the legislation establishing the ban.

Introduce comprehensive groundwater legislation to improve the quality of drinking water	■ The government passed amendments to the *Drinking Water Protection Act* to strengthen accountability for management and delivery of drinking water, and established an advisory board to assist with groundwater regulations.
Review the contaminated sites legislation	■ The Ministry will receive and respond to the report of the Advisory Panel on Contaminated Sites by spring 2003.
Use science-based standards to protect the environment	■ A new AOX Regulation has been enacted to appropriately limit discharges of adsorbable organic halides. A new comprehensive pulp mill standard is part of Phase II of the *Waste Management Act* revision (2004/05). ■ The ministry has established an internal committee to provide advice on the acquisition and use of science.
Enact new or revise legislation to deliver on *New Era* directions	■ The ministry's review of the *Waste Management Act* is expected to result in significant amendments: Phase I (2003/04), Phase II (2004/05), Phase III (2005/06). ■ The ministry is working with partners to reassess the Streamside Protection Regulation. The assessment should be complete in 2003/04. ■ The government has repealed or amended regulations to harmonize with vehicle and fuel standards established by the U.S. and Canadian governments. ■ The ministry will work with partners to assess the existing *Wildlife Act* and *Park Act* and create new legislation by 2005.
Promote shared stewardship for the delivery of recreational services	■ The Recreation Stewardship Panel has delivered its recommendations for a new model to support fish, wildlife and park recreation. Implementation of the panel's recommendations will begin in spring 2003 and be completed by 2005/06.
Develop a Biodiversity Strategy	■ The ministry is developing an overarching Biodiversity Strategy to provide a long-term vision and action plan for managing and conserving biodiversity that integrates ecological, social and economic objectives. The strategy is targeted for 2004.
Develop a Living Rivers Strategy	■ The ministry is working with the Ministry of Sustainable Resource Management and others to develop a strategy by 2004 to improve the province's waterways. ■ The government has set up a $2-million trust fund to assist in protecting and restoring British Columbia's rivers.
Deliver a results-based *Forest Practices Code*	■ The ministry has worked with the Ministry of Forests and the Ministry of Sustainable Resource Management on the *Forest and Range Practices Act*. The ministry will continue to work with its private and public sector partners to develop standards and best practices. Environmental standards for the Act will be developed through 2005/06.

Create a trust for private land donations	■ The ministry is working with the Ministry of Sustainable Resource Management on developing an approach for establishing this trust.
Promote strategic use of information technology for client service	■ The ministry will improve the availability of hunting and angling authorizations through development of web-based licensing services.
Encourage a strong private-sector economy that maintains high environmental standards	■ The government has passed the Aquaculture Waste Control Regulation to allow sustainable growth of the aquaculture industry and create new jobs in coastal communities. ■ The ministry is actively working on business outreach with industry to resolve key concerns affecting resource protection and regional industry revitalization. A pilot will be undertaken during 2002/03 to 2003/04. ■ The ministry is reviewing product stewardship (e.g., tire recycling) to extend industry-led product stewardship. ■ The ministry is exploring opportunities to encourage appropriate economic development in recreational areas (e.g., Destination Parks). ■ The ministry is exploring options to encourage First Nations partnerships to realize the economic benefits of tourism related to park, fish and wildlife recreation. ■ The ministry is exploring ways to expand investment in species at risk protection and recovery by 2005/06. ■ The ministry will support the 2010 Olympics if the bid is successful (e.g., enhance park opportunities).

Deregulation

The ministry has completed a three-year Deregulation Plan, which established the following numerical targets for reducing regulations by 38% overall:

■ 2002/03: 23% ■ 2003/04: 11% ■ By June 2004: 4%

The ministry is actively working toward meeting these targets. The efforts of the Contaminated Sites Review Panel and the Recreation Stewardship Panel, reviews of the *Pesticides Act* and the *Waste Management Act*, and the anticipated legislative agenda provide opportunities for revitalizing legislation and reducing the economic burden of prescriptive regulations. The more meaningful measure for the government will be new legislation that effectively protects health, natural diversity and habitat, while ensuring accountable and innovative economic development.

Resource Summary

The Resource Summary outlines the estimated expenditure by core business area linked to the four organizational divisions in the ministry: the Environmental Protection Division, the Environmental Stewardship Division, the Planning, Innovation and Enforcement Division and the Corporate Services Division. The costs of services provided by the Minister's Office, the Deputy Minister's Office and the Planning, Innovation and Enforcement Division (other than the Conservation Officer Service), and of the shared services provided by the Corporate Services Division, have been included in Core Business Area: Executive and Support Services. The costs of the Conservation Officer Service operations have been presented as allocated equally between their major client areas of Environmental Stewardship and Environmental Protection.

Core Business Areas	2002/03 Restated Estimates[1]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses ($000)				
Environmental Protection[2]	48,879	52,081	45,662	45,662
Environmental Stewardship	44,323	39,234	36,016	36,835
Park, Fish and Wildlife Recreation[3]	18,068	11,305	7,682	6,863
Executive and Support Services	37,288	27,437	23,711	23,711
Totals	**148,558**	**130,057**	**113,071**	**113,071**

Notes:

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*. Schedule A, of the 2003/04 *Estimates* presents a detailed reconciliation.

[2] Includes expenditures funded from the Sustainable Environment Fund (SEF).

[3] Beginning in fiscal 2003/04 the ministry will retain all recreation revenue. The annual recreation revenue includes $14M of estimated existing revenue and projected new revenue of $7M - $8M. (The majority of projected new revenue relates to fee changes to implement a new management model for park, fish and wildlife recreation services.) Taking into account the new and existing recreation revenue which the ministry will retain, total anticipated recreation funding for the next three years is $32.6M, $29.5M, and $28.7M respectively. The total anticipated funding available to the ministry is given below:

	2002/03	2003/04	2004/05	2005/06
Funding available retaining the existing recreation revenue	$162,534	$144,033	$127,047	$127,047
Funding available retaining new and existing recreation revenue		$151,361	$134,875	$134,875

Core Business Areas	2002/03 Restated Estimates[1]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Full-time Equivalents (FTE)				
Environmental Protection	335	326	286	286
Environmental Stewardship	407	332	328	336
Park, Fish and Wildlife Recreation	221	193	177	169
Executive and Support Services	177	147	128	128
Totals	**1,140**	**998**	**919**	**919**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Environmental Protection	2,862	584	1,167	1,250
Environmental Stewardship[2]	18,035	80,583	6,167	6,250
Park, Fish and Wildlife Recreation	8,145	4,503	6,836	7,170
Executive and Support Services	512	1,250	2,500	1,250
Totals	**29,554**	**86,920**	**16,670**	**15,920**

Notes:

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*. Schedule A, of the 2003/04 *Estimates* presents a detailed reconciliation.

[2] Environmental Stewardship capital expenditures for 2003/04 include a one-time funding increase for the potential costs associated with acquiring Burns Bog.

Environmental Appeal Board and Forest Appeals Commission[1]	2002/03 Restated Estimates[2]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses ($000)				
Operating Expenses	1,895	1,895	1,895	1,895
Capital Expenditures (CRF)	65	45	30	30
Full-time Equivalents (FTE)	11	11	11	11

Notes:

[1] These agencies operate independently and consequently are not considered a core business area accountable to the ministry. However, their budget vote is the responsibility of the Minister of Water, Land and Air Protection, and therefore they are included in the summary.

[2] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*. Schedule A, of the 2003/04 *Estimates* presents a detailed reconciliation.

Summary of Related Planning Processes

Information Resource Management Plan

The ministry is continuing to refine its Information Resource Management Plan, which is linked to both the ministry's strategic and operational processes. The ministry has established a Systems and Information Planning Committee (SIP) to ensure efficient and effective delivery of ministry technology services and business solutions. SIP ensures mechanisms are in place for implementing the effective use of technology across the ministry. SIP also advises the executive on the actions required to meet the ministry's information management needs. All ministry applications are hosted by the Ministry of Sustainable Resource Management, which also collects and integrates data and provides information access for the Ministry of Water, Land and Air Protection.

Objective: Improved internal and external electronic information and service delivery.

Performance Measures:

- Increased public access to environmental data, recreational opportunities, proposed regulatory changes, guidelines and industrial activities.
- Streamlined processing of authorization applications.

Strategy	Key Actions	Timeline
Provide real-time public access through the web to environmental data (e.g., data pertaining to air, water and land quality and species inventories), recreational opportunities (e.g., hunting and angling information, park use permits), proposed regulatory changes, guidelines and industrial activities.	Inventory all ministry applications. Enhance existing web sites.	Complete Ongoing
Consolidate ministry authorization applications (e.g., fishing and hunting licences, hunting permits, park use permits, waste discharge permits and other authorizations including regulations).	Define business requirements. Implement cost-effective solution for authorizations.	March 2003 April 2004
Develop or acquire software applications that support environmental standard setting and improved trend reporting.	Develop or acquire additional software applications considered necessary to support environmental standard setting and improved trend reporting.	March 2005

Renewal Strategy

The ministry has made significant progress in changing its business methods to accomplish the strategic shifts outlined in last year's Service Plan. The ministry recognizes that sustaining this focus and successfully implementing significant changes in service delivery in the longer term requires a skilled and healthy workforce functioning in an environment that promotes innovation, learning and results.

Consistent with the government's commitment to public service renewal, the ministry has developed a Renewal Strategy to foster an environment in which talented staff can thrive and grow. The strategy was developed through a collaborative process involving staff from all parts of the organization and supports this vision:

A successful organization with professional public servants who want to come to work because they are good at what they do, they feel fulfilled by what they do and are valued for the services they provide for British Columbians.

In the short term, the ministry is continuing to communicate its new direction, the organizational changes needed to successfully implement the Service Plan, and the roles and responsibilities of staff. The ministry is also taking further action to foster a work environment that is innovative, supportive and results based. Implementing the strategy's medium- and long-term actions will enable the ministry to address issues such as leadership, succession planning, recruitment and recognition. Some priorities of the Renewal Strategy include:

Goals	Objectives	Key Strategies	Performance Measures
We share a common understanding of our role and contributions in achieving the vision and mandate of the ministry.	Practice effective two-way communication between all levels and divisions. Provide for a cooperative, supportive and collaborative work culture.	Clearly define the ministry's vision and mandate and communicate the role and functions of divisions within the ministry. Provide clarification on the meaning of "public service" and the role of a public service employee.	Number of employee performance and development plans complete
We work together to get the best results in a dynamic and supportive environment.	Support our people so that they may achieve the best results in their work. Support a healthy workplace. Provide for a cooperative and collaborative work culture.	Encourage and support a positive work environment and promote productive work relationships between staff.	Employee satisfaction with the ministry as a place to work (e.g., response to an annual staff survey)

Renewal Strategy — *Continued*

Goals	Objectives	Key Strategies	Performance Measures
We invest in staff to ensure that we have what is needed to do our job effectively, today and in the future.	Support our people so that they may achieve the best results in their work. Provide for strong and inspired leaders, both today and in the future. Plan and manage succession.	Support employee development through learning and other opportunities. Develop managers' skills and provide tools and training for effective management practices. Develop strategies to continuously update staff knowledge and capabilities for the future needs of the ministry.	Retention rate Absenteeism rates Number of internal applicants for career advancement
The services and the way in which we provide them are valued inside and outside the ministry.	Recognize and reward people for their contribution to the public service.	Provide a recognition process for staff, the public and other stakeholders to acknowledge ministry employees for their service and contributions.	Level of approval by outside sources (e.g., response to an annual client survey)

Appendix — Service Plan Overview of the Ministry of Water, Land and Air Protection

Core Business Area	Environmental Protection	Environmental Stewardship
	Protect environmental quality and human health and safety.	Share stewardship to maintain and restore fish, wildlife and their habitats.
Objectives	Streamlined standards and improved monitoring, reporting and compliance Limits to air pollution Contribution to climate change Safe, high-quality drinking water Reduced discharges that threaten water Reduced land pollution Response to high-risk environmental emergencies	Clear strategies and legislation to identify and restore ecosystems, species and habitats Improved use of science to develop standards and effective monitoring and reporting More partnerships to conserve ecosystems, species and habitats
Primary Activities	1. Coordinate operations and integrate ministry initiatives in all regions of the province using a geographic area-based planning approach to environmental management. 2. Develop appropriate science–based standards and streamlined legislation. 3. Ensure appropriate cost recovery and financial return/retention to the province for use of natural resources and services provided.	
Key Outputs	Legislative reviews (e.g., *Waste Management Act, Wildlife Act, Park Act)*	
	Airshed Framework Climate Change Strategy Groundwater Regulation Flood Hazard Strategy Industry Stewardship Strategy	Biodiversity Strategy Living Rivers Strategy Protected Area Management Plans Species at risk recovery teams
Immediate Outcomes	• Knowledgeable, accountable and responsive staff in all regions of the province • Accurate information on the status of B.C.'s water, land and air and on its protected areas, species, habitats and ecosystems • Timely licensing, authorization and permitting processes	
	Clear roles for governments and others Clean up of contaminated sites Expanded industry responsibility for spills	Improved prioritization of projects Better coordination and integration of resources More partnerships for the conservation of ecosystems
Intermediate Outcomes	High-risk substances removed from the waste stream Maintained or improved trends for high-risk pollutants to water, land, air and communities	Reduced number of ecosystems and species at risk Conservation on Crown land with appropriate access to resources Improved management of parks and protected areas
Ultimate Outcome	British Columbia will have a healthy physical environment and sustainable natural resources.	

Park, Fish and Wildlife Recreation	Executive and Support Services
Provide and enhance park, fish and wildlife recreation.	Support ministry programs.
High-quality park facilities, services and recreation opportunities High-quality hunting, angling and wildlife viewing opportunities Greater economic contribution of park, fish and wildlife recreation	Clear vision, leadership, direction and support for all ministry programs Efficient program management, fiscal responsibility and client service Effective and efficient compliance and enforcement

4. Pursue opportunities for sharing responsibility among governments, First Nations, communities, academia, industries, volunteers and individuals.
5. Monitor and report on compliance, enforcement and the state of the environment.
6. Provide communication and education services using web-based and other resources.

Funding and management model for fish-wildlife recreation and hatcheries Provincial tourism strategy Park recreation commercial partnerships	Service and Business Plans Human Resource Strategy Information Technology/Information Systems Strategy Service Level Agreements Integrated policy/regulatory frameworks Annual compliance reports

- Higher rates of compliance with environmental regulations, recognition of good performance and effective targeting of resources
- Clear results-based standards, workable regulations and decreased costs to government and industry

Effective service and facilities maintenance Improved economic opportunities for First Nations and others	Clear link between resources and Service Plan Legislation developed or revised to reduce red tape Effective representation in intergovernmental forums Better integration of science and risk management in decision-making Expectations and results communicated to staff, clients and the public Strong, healthy public service
Hunting and angling opportunities, but long-term sustainability of wildlife and fish Increased contribution of tourism to regional economies	

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Core Business Area	Environmental Protection	Environmental Stewardship	Park, Fish and Wildlife Recreation	Executive and Support Services
	Protect environmental quality and human health and safety.	Share stewardship to maintain and restore fish, wildlife and their habitats.	Provide and enhance park, fish and wildlife recreation.	Support ministry programs.
Objectives	Streamlined standards and improved monitoring, reporting and compliance Limits to air pollution Contribution to climate change Safe, high-quality drinking water Reduced discharges that threaten water Reduced land pollution Response to high-risk environmental emergencies	Clear strategies and legislation to identify and restore ecosystems, species and habitats Improved use of science to develop standards and effective monitoring and reporting More partnerships to conserve ecosystems, species and habitats	High-quality park facilities, services and recreation opportunities High-quality hunting, angling and wildlife viewing opportunities Greater economic contribution of park, fish and wildlife recreation	Clear vision, leadership, direction and support for all ministry programs Efficient program management, fiscal responsibility and client service Effective and efficient compliance and enforcement
Primary Activities	1. Coordinate operations and integrate ministry initiatives in all regions of the province using a geographic area-based planning approach to environmental management. 2. Develop appropriate science–based standards and streamlined legislation. 3. Ensure appropriate cost recovery and financial return/retention to the province for use of natural resources and services provided. 4. Pursue opportunities for sharing responsibility among governments, First Nations, communities, academia, industries, volunteers and individuals. 5. Monitor and report on compliance, enforcement and the state of the environment. 6. Provide communication and education services using web-based and other			

Core Business Area	Environmental Protection	Environmental Stewardship		Executive and Support Services
Key Outputs	Legislative reviews (e.g., *Waste Management Act*, *Wildlife Act*, *Park Act*)			
	Airshed Framework Climate Change Strategy Groundwater Regulation Flood Hazard Strategy Industry Stewardship Strategy	Biodiversity Strategy Living Rivers Strategy Protected Area Management Plans Species at risk recovery teams	Funding and management model for fish-wildlife recreation and hatcheries Provincial tourism strategy Park recreation commercial partnerships	Service and Business Plans Human Resource Strategy Information Technology/ Information Systems Strategy Service Level Agreements Integrated policy/regulatory frameworks Annual compliance reports
Immediate Outcomes	• Knowledgeable, accountable and responsive staff in all regions of the province • Accurate information on the status of B.C.'s water, land and air and on its protected areas, species, habitats and ecosystems • Timely licensing, authorization and permitting processes • Higher rates of compliance with environmental regulations, recognition of good performance and effective targeting of resources • Clear results-based standards, workable regulations and decreased costs to government and industry			
	Clear roles for governments and others Clean up of contaminated sites Expanded industry responsibility for spills	Improved prioritization of projects Better coordination and integration of resources More partnerships for the conservation of ecosystems	Effective service and facilities maintenance Improved economic opportunities for First Nations and others	Clear link between resources and Service Plan Legislation developed or revised to reduce red tape Effective representation in intergovernmental forums

Core Business Area	Environmental Protection	Environmental Stewardship		Executive and Support Services
Intermediate Outcomes	High-risk substances removed from the waste stream Maintained or improved trends for high-risk pollutants to water, land, air and communities	Reduced number of ecosystems and species at risk Conservation on Crown land with appropriate access to resources Improved management of parks and protected areas	Hunting and angling opportunities, but long-term sustainability of wildlife and fish Increased contribution of tourism to regional economies	Better integration of science and risk management in decision-making Expectations and results communicated to staff, clients and the public Strong, healthy public service
Ultimate Outcome	British Columbia will have a healthy physical environment and sustainable natural resources.			